



***Planning & Development
Services Department***



2000 Business Plan
March 2000

**PLANNING AND DEVELOPMENT SERVICES DEPARTMENT
2000 BUSINESS PLAN**

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I. EXECUTIVE SUMMARY

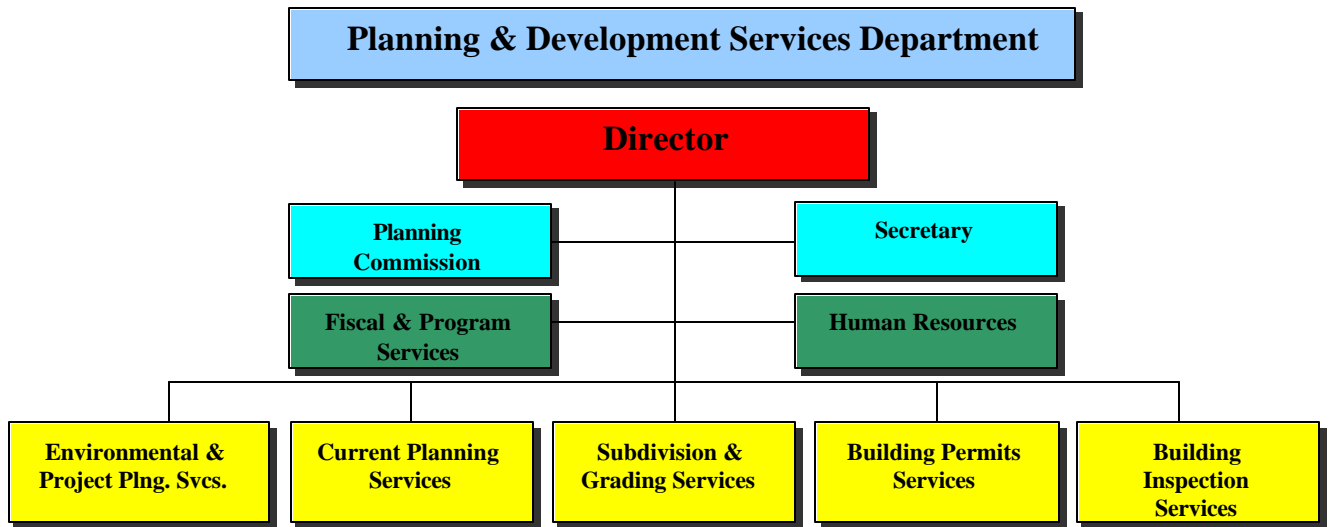
Overview

The Planning and Development Services Department (PDSD) is a multi-disciplinary organization. We serve the planning and development requirements of the private and public sectors within the unincorporated portions of Orange County. This may involve cooperative efforts with other Local, State and/or Federal jurisdictions. The department is based on a core business that emphasizes service to the public through plan development, permitting and construction inspection.¹ Important interface between inter-County departments is maintained to ensure timely implementation of the County's strategic plan for public protection, construction of public infrastructure, natural habitat enhancement and protection, effective legislation and support of the Local Agency Formation Commission process.²

The department's organizational structure consists of seven separate but complementary divisions that provide Planning and Development, Fiscal & Program Services, and Human Resources. Each Division manager reports directly to the PSDS Director. This relationship allows for greater accountability of the management team in implementing applicable department goals and objectives. PSDS provides clerical support to the Planning Commission, and four PSDS staff members currently support the El Toro Master Development Program.

¹ See Appendix A4

² See Appendix A7 & A8



MISSION STATEMENT

The Planning and Development Services Department (PDSD) is a team of dedicated professionals who serve the planning and development entitlement requirements of private and public project applicants within unincorporated areas. Our planners, engineers, technicians, and administrative support personnel serve both the current and, through stewardship of the physical environment, future residents of Orange County.

PDSD 2000 Business Plan

- **Service Environment.** PDSD's services are linked to the dynamic economic environment and its effects on Orange County growth and development, the increasing demands of the County's established new and developing communities, changes in legislation, regulations, and financial conditions. PDSD's dynamic service environment allows for responsive and appropriate solutions to meet ongoing challenges.
- **Client Profile.** Our services are provided on behalf of the Board of Supervisors and the Planning Commission and to both *private and public sector clients*, including any person or corporate entity or public agency involved in development activities. The scope of our private sector clientele includes the owner of a single family residence seeking a building permit for a one-time room addition to a landowner requesting zoning entitlement for thousands of acres and thousands of homes including business and retail commercial uses. Our public sector clientele includes other county agencies/departments to which we provide environmental compliance services, grading plan check and inspection services, and building inspection services.
- **Division Goals & Accomplishments.** In 1999 PDSD completed significant projects that improved communication between clients, other County Agencies/Departments, Department Managers and their respective staff, permit processing and public awareness of regulatory and environmental statutes. On October 5, 1999, PDSD achieved approval by the Board of Supervisors for the final phase of year 2000 Remediation and continued development of the Automated Permitting and Planning System (APPS). The APPS project is designed to meet County-wide objectives outlined in the County's Strategic Communication Plan, and the Results-Oriented Government Project (ROG). APPS also successfully addressed the six primary goals stated in PDSD's 1999/00 Business Plan and is endorsed by the development community. The final development stage of APPS is scheduled for activation in October 2001, and will establish a flexible and adaptive system that will provide service to meet new business requirements for at least ten years.

- **Operational Plan.** The PSDS Operational Plan is based on a clear definition of our core business, and an understanding of the external influences that shape our service environment and our clients' needs. We have identified goals to carry out our mission together with clearly defined Executive Indicators to enable an objective review of our progress in achieving them.

Our focus for 2000 will be on delivering services in an effective and efficient manner that is "seamless" to our clients. To that end, the PSDS 2000 Business Plan describes the incremental but critical steps we will take toward fulfilling our mission and achieving our goals.

II. SERVICE ENVIRONMENT

Overview

Major issues influencing PSDS's services are linked to the dynamic economic environment and its effects on Orange County growth and development, the increasing demand by residents and businesses of new and developing communities for more and better service, and changes in legislation, regulations, and financial conditions. Major issues stemming from these conditions are briefly described below and are the target of our goals and Operational Plan for 2000.

Growth and Development Activity

In this decade, the unincorporated area experienced a 25 percent increase in its population, from 148,500 to an estimated 198,308 residents in 1998³. The PSDS organizational structure, created during this growth period, allocated a majority of its resources to "development services". Over 90 percent of PSDS's staff are directly involved in local land use planning and follow-through development permitting, inspection and code enforcement activities.

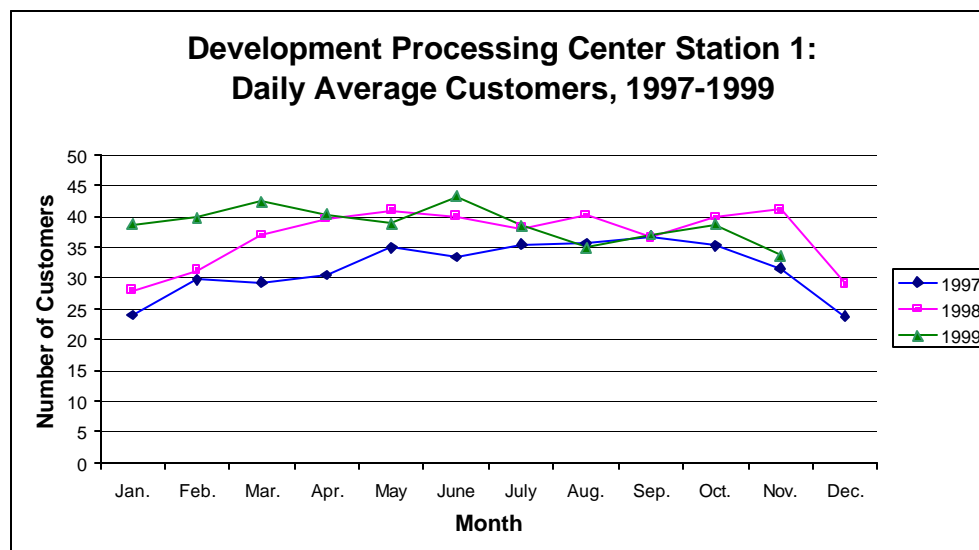
PDSD has managed an average of 200 discretionary case applications (i.e., use permits, site development permits, coastal development permits, variances, etc.) each year. The projects range in size and complexity. Subdivision activity slowed from its 1998 pace but remained 50% above the 1997 level of activity. Grading permit activity was about the same in 1999 as in 1998. In terms of earthwork volume, over 27 million cubic yards of grading activity can be expected to result from the

³ Orange County Progress Report 1998. The 1991 statistic excludes Laguna Hills and Lake Forest.

permit activity noted above (once again nearly three times the volume reported in the same period in 1997).

Major Issues:

1. Meeting demand for development services, including discretionary and ministerial permits, with current PDSD personnel.
2. Maintaining and, to the extent possible, surpassing the high standard of development services offered by PDSD to the built community and developer interests, recognizing the increased demand for services from both sectors.



Service Demands

PDSD provides planning and development services to over one third of Orange County. The unincorporated area is comprised of 250.4 square miles. Build-out of major planned communities continues to occur in the foothills and coastal areas of South Orange County, the I-5 Freeway serving as the dividing line between the coast and inland areas. Noteworthy is the development activity occurring in Aliso Viejo, Newport Coast, and Newport Ridge in the coastal areas, and Ladera, Coto de Caza, and Las Flores inland of I-5. Rancho Santa Margarita & Leisure World (Laguna Woods) incorporated in 1999 and became the County's 32nd and 33rd cities respectively. PDSD in cooperation with the CEO's office has worked proactively with the staff of these new cities to ensure a successful transfer of developer files and related information. The transition process has been completed for Laguna Woods, but will continue until June of 2000 for Rancho

Santa Margarita. PDSD also assisted in the development of a Joint Power Authority to facilitate the transition of Talega Valley (Rolling Hills) to the City of San Clemente.

Development activities in the new community of Ladera, located southeast of Crown Valley and Oso Parkways, and Newport Ridge North adjacent to the city of Newport Beach, are expected to increase through fiscal year 2000/01. PDSD's seven divisions provide services as projects in these communities proceed through each phase of the development process.⁴

An important segment of our workload involves providing services to *County islands*, unincorporated areas of the County completely or partially surrounded by cities. Projects in these geographic areas typically require more community outreach and coordination with other public agencies. Use Permits and other discretionary permits for development in these areas make-up a portion of the Current Planning Division caseload. Building-related permits (e.g., structural, plumbing, and electrical) contribute to the caseload of our Building Permits and Building Inspection Divisions. Alleged Zoning Ordinance, Nuisance Abatement Ordinance, and other County code violations at properties located within the County islands fuel a majority of our recently expanded code enforcement section workload. The procedures for handling these types of violations allow sufficient time for property owners to correct the problem. Notwithstanding, many cases are referred to the courts. Presently, PDSD resources expended on code enforcement issues are not cost recoverable. However, discussions continue with the Courts and the District Attorney to allocate a portion of fines back to the PDSD budget.

We manage Mutual Aid Agreements between the County and various cities in order to facilitate allocation of County personnel and equipment in response to "local emergency" conditions. PDSD currently provides building damage assessment services to 16 cities in Orange County on an "as needed" basis. The benefits of such agreements are becoming more widely known. An example which occurred in 1996 involved the City of Westminster when a municipal water tank burst causing significant damage to nearby homes. PDSD inspectors responded providing necessary technical assistance to the city's damage assessment effort. As a result, we anticipate that the number of City-County Mutual Aid Agreements will increase.

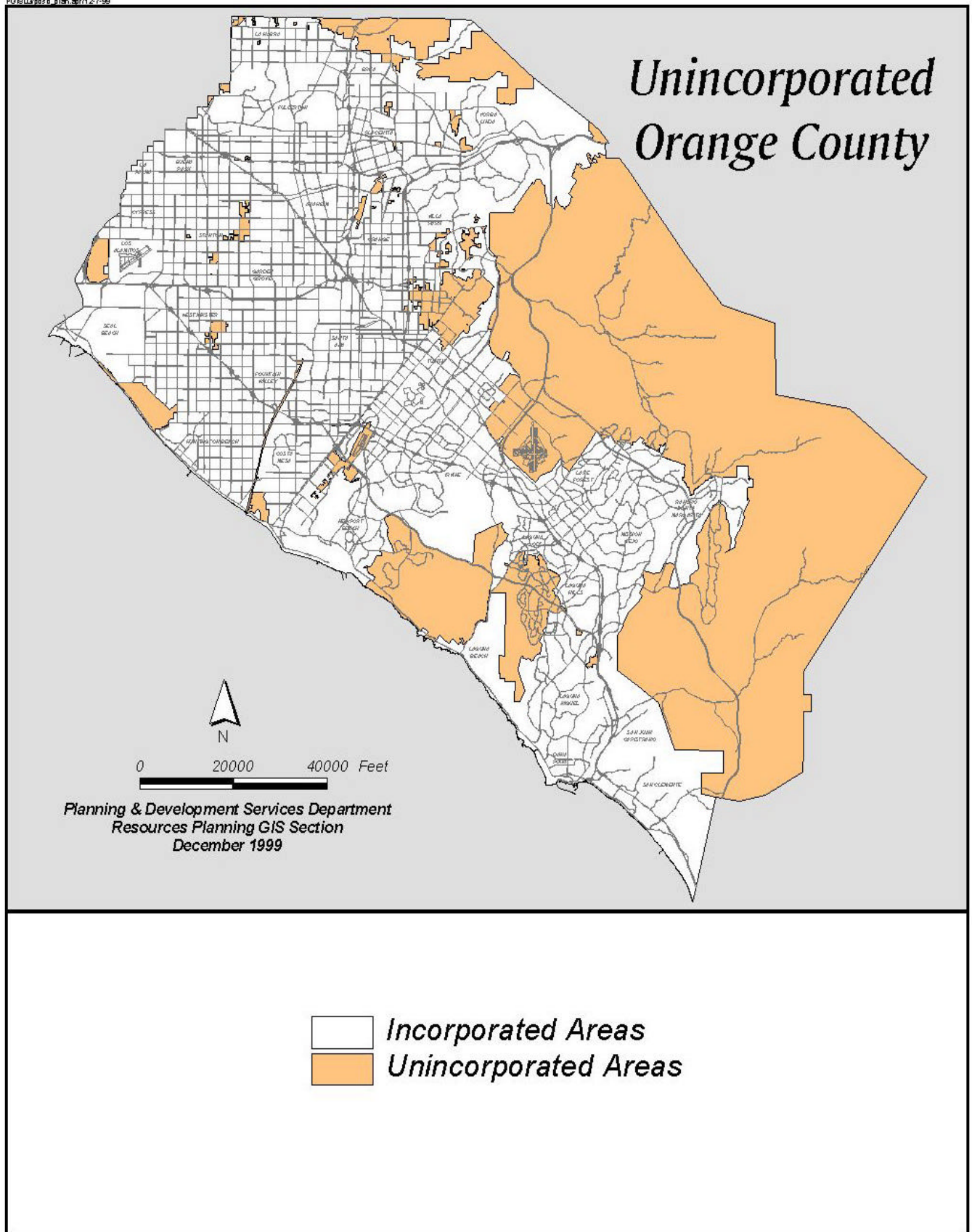
Lastly, PDSD provides forward planning services for the remaining unplanned territory in the County. For the year 2000 PDSD will be developing land use recommendations for these land areas which include the Irvine Company "North ranch policy plan area" and the Rancho Mission Viejo holdings inland of the I-5 corridor. Land use strategies need to be developed that balance the county's need for additional housing, as well as the need to facilitate the completion of multi-agency watershed and habitat planning programs and major public infrastructure like the Foothill Transportation Corridor.

⁴ See Appendix A2 & A3

Major Issues:

1. Completion of infrastructure and provision of public services commensurate with the pace of developing communities.
2. Coordinating planning and development services among PSD divisions and other County departments under extraordinary levels of development activity, and in recognition of current staffing levels in County government.
3. Managing resources and costs associated with code enforcement services.
4. Develop land use strategies for remaining unplanned County territory.

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Legislation, Regulations, and Financial Conditions

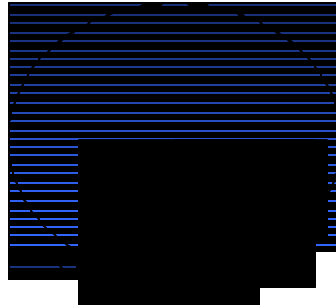
Legislation, regulations, and financial conditions have a profound influence on PSDS's operation. The Department monitors and, to the extent possible, participates in the shaping of these external conditions. Monitoring allows us to stay abreast of change and proactive in our response.

Legislation: PSDS evaluates and contributes toward the County position on pending legislation through the County Executive Office (CEO) Legislative Analysis Section. Laws on issues related to or affecting land use, water, air, and endangered species and habitat are of particular relevance to our core business. By participating in its creation, we position ourselves to respond creatively, once enacted. Passage of the Natural Communities Conservation Act is a prime example of our leadership, innovation, and ability to work collaboratively with varied interest to effect a "landmark" agreement between the State of California Resources Agency, United States Department of Interior, the County of Orange, and The Irvine Company. Since its adoption in 1996, the Orange County Natural Communities Conservation Program has served as a model, an alternative means of protecting endangered species and habitat under the State and Federal Endangered Species Acts.

Regulatory: PSDS is responsible for implementing and enforcing building and safety codes, timely completion of necessary public infrastructure, and the protection and enhancement of the County's environmental resources (i.e., indigenous plants and animals, etc.). We carry out our responsibilities through implementation of County policies and regulations that are consistent with State and Federal laws concerning public health, safety and welfare. When State and Federal laws change, we evaluate pertinent County policies and regulations, and offer appropriate recommendations to the Board of Supervisors. This business plan assumes a certain level of activity associated with changes in regulations.

Financial: As a County General Fund Department, PSDS's total appropriation in FY 1999/00 is \$37.6 Million. Our resources and allocated spending plan are primarily designated to maintain the County General Plan; prepare community specific and area plans; analyze and process discretionary permits for privately initiated development projects; prepare and review Environmental Impact Reports; enforce safety codes, ordinances and statues relative to construction and use of buildings, oil production, zoning and community development in the County's unincorporated areas. PSDS controls four Budget Units; Agency 071 Planning & Development Services at \$9.5 Million, Agency 113 Building And Safety at \$27.0 Million, Agency 126 SCAG Subregional Plan Development at \$59,677 (funding primarily used for transportation planning purposes in the County), and Agency 140 Air Quality Improvement at \$969,774. PSDS's financing source of funds consist of 7.4 percent General Fund Net Cost, 15.2 percent Licenses, Permits & Franchises, 18.4 percent Charges for Services, 10.3 percent Planning & Engineering, 2.8 percent Interest, 0.5 percent State Revenues, and a 45.4 percent Reserve for Building and Safety responsibilities/ requirements.

\$37.6 Million Appropriations



■	Planning & Dev. Svcs.	18.0%
■	SCAG Subregional Plan Dev.	0.2%
■	Building & Safety	71.8%
■	Air Quality Improvement	2.6%
■	Gen. Fund Net Cost	7.4%

PDSD is cognizant of the fact that one of the major economic growth factors in the County is construction spending. As of November 30, 1999, twelve months statistics on permits issued by PDSD total 8,379 permits for a valuation of \$557.1 Million and associated revenue generated at \$6.9 Million. When the department was formed we assumed the challenge of managing the Building & Safety Fund. The economic benefits to the County are evident by the permit valuation amount. However, historically County economic growth factors such as real Gross Domestic Product and Construction spending have a direct impact on the Building and Safety Fund relative to County residential and non-residential permit activity, and final determination of the permits valuation based on construction starts.

Chapman University's December 1999 Economic & Business Review indicates that the declining permit activity in the last half of 1999 and the lagged relationship between permits and construction starts suggests a slower pace of construction activity in 2000. PDSD has experienced such economic changes in previous years. In addition, the financial control of the Building & Safety Fund was impacted by the Bankruptcy and restructuring of PDSD. The culmination of these events had a direct financial outcome on the Building and Safety Fund balance as permit fees can only be used to offset costs to administer permits and enforce Building & Safety Regulations.

PDSD focused on the level of fees assessed for Building & Safety activities and entered into a consultant contract with DMG-Maximus to analyze user fee services and related revenues and operations within the department. On May 4, 1999, the Board of Supervisors approved a new fee

rate that represented a 28 percent reduction for building plan check and inspection of residential tract homes, commercial structures and tenant improvements, residential additions, and improvements. In addition to the fee reduction, authorization for refunds was granted to permit applicants who had not received a final inspection by May 10, 1999. Upon written notification, permit applicants had until November 10, 1999 to receive refunds. PDSD managed the review and evaluation of 1,363 permits for a total return of \$1,038,583 to the development community.

Major Issues:

1. Continue to monitor and evaluate department fees to ensure full cost recovery;
2. Continue to participate and be knowledgeable of leading institutions' economic forecasts to measure and determine the construction valuation in Orange County;
3. Continue to ensure that the County's position is voiced relative to planning and development issues associated with the introduction and process of legislative initiatives;
4. Continue to respond to inquiries and innovations in State and Federal regulations in a timely manner; and monitor and ensure accountability of Department General Fund Expenditures to minimize Net Costs.

III. CLIENT PROFILE

All land use and development entitlement, building permit, inspection and land use enforcement activities in the unincorporated areas in the County are administered by PDSD.⁵ Therefore, the *private sector* component of our client profile includes any person or corporate entity involved in these activities. This scope would include the owner of a single family residence seeking a building permit for a one-time room addition, or a large landowner requesting zoning entitlement for thousands of acres and thousands of homes including business and retail commercial uses. This coordination is spelled out, in part, in the Board of Supervisors' adopted sphere of influences policies.



We offer the *public sector* component of our clientele environmental compliance services, grading related services, and building inspection services. The environmental compliance services we provide relate to California Environmental Quality Act (CEQA) compliance, including preparation

⁵ See Appendices A3

and processing of Environmental Impact Reports (EIR), Initial Studies, Negative Declarations, Categorical Exemptions, and other CEQA documentation (i.e., mitigation monitoring programs, etc.). Grading services include grading plan check and inspection. The building inspection services we provide to public agency clients is the same as that extended to our private sector clients. Our public sector clients include Public Facilities & Resources Department (PFRD), John Wayne Airport, the Orange County Sheriff-Coroner Department, the Probation Department, the Integrated Waste Management Department, the Orange County Fire Authority, and the El Toro Master Development Program. Most facilities owned by the County are subject to building plan check and inspection services. Examples of this type of activity include the improvements at the Theo Lacy Jail, a Sheriff's sub-station or a new library.



The linkage between PFRD and PSDS, which is extensive, stems, in large part, from its twenty-year association during the Environmental Management Agency era. One of the principal linkages relates to services provided by PSDS's Environmental & Project Planning Services (EPPS) Division. EPPS manages all environmental clearances for PFRD projects. PSDS possesses extensive expertise in the management and preparation of environmental compliance documents. We are positioned to extend these services to outside agencies or special districts should the Board of Supervisors determine that such a policy is appropriate.

Another linkage between the departments occurs as multi-disciplinary teams are established to guide key capital improvement projects under the stewardship of PFRD. Project examples include the Santa Ana River, Antonio Parkway, Laguna Canyon Road, and the Crown Valley Parkway Bridge across the Arroyo Trabuco. This latter facility will provide access to the Ladera Planned Community.

As part of the subdivision process, PSDS plan check personnel coordinate activities with the PFRD plan check and inspection personnel to ensure that all improvements are built in accordance with appropriate County standards. PFRD/Construction Division staff review arterial and local street improvements and the PSDS staff focus on the grading improvements. For example, as the Antonio Parkway project progressed, PSDS/Subdivision and Grading Services Division staff ensured that grading and other road improvements were consistent with applicable standards applied to the adjacent development projects.

Since PDSD has a longstanding relationship within many unincorporated communities, we frequently provide liaison and other coordinating services to assist PFRD in the delivery of capital projects and in response to other, non-project related concerns. Key examples for the year 2000 include the Joplin Youth Facility and the Animal Shelter.

PDSD is responsible for implementation of development agreements. Many of the public benefits derived from these agreements involve infrastructure improvements. PDSD, PFRD, and other departments (e.g. Sheriff-Coroner, Library) coordinate efforts to bring these public benefits to fruition in a timely manner, and in full compliance with the provisions of the relevant development agreement. As annexations and incorporations occur that involve entitlements addressed in development agreements, there is a need to coordinate these activities with the affected city.

Many other County departments as well as other jurisdictions within the County rely on PDSD for support in census-related information. Further, during 2000 we anticipate that there will be an increasing demand for this type of information and for coordination with the designated "Census Key Person" in the County Executive Office, as well as with State and Federal census officials.

Finally, and most important, is the service PDSD provides to the *Board of Supervisors* and *Planning Commission*. PDSD is responsible for preparing plans and programs consistent with State law and advising the Commission and Board regarding periodic updates and their application to public and private development projects.

IV. DIVISION GOALS & ACCOMPLISHMENTS

PDSD approached its first two years in the spirit of creating a more results oriented government, consistent with the direction provided by the Board of Supervisors and the CEO. Previous PDSD business plans outlined goals and objectives that would enhance the development processing system, balance the level of resources and provide public outreach. During the 1999 calendar year, PDSD maintained processing time frames for discretionary development entitlements, ministerial permits, and inspections, notwithstanding the additional burden placed on the Department due to the upswing in development activity.

The PDSD organization⁶ moved forward with the goals and objectives of the 1999/00 Business Plan. This section recognizes the Departments achievements through the 1999 calendar year. By examining our accomplishments to date we were better able to re-evaluate our goals for the year 2000, and devise realistic strategies to meet the challenges ahead.

⁶ See Appendix A2

DEPARTMENT-WIDE ACCOMPLISHMENTS

- ✓ Identified critical path to achieve PDSD's 1999/00 goal of completing design and creation of the Automated Permitting and Planning System (APPS). Secured Board of Supervisors approval of \$1.5 Million in 2000 from Building and Safety Funds.
- ✓ Achieved Y2K compliance on all critical computer systems.
- ✓ Completed analysis of PDSD staffing, equipment, and facility space needs to establish a new seven-person code enforcement section. Secured June 29, 1999 Board of Supervisors approval of \$1.04 Million funding support for the implementation of the new Code Enforcement Section within the PDSD Building Inspection Division. Code Enforcement was completely operational by October 1, 1999.
- ✓ Successfully completed training of all supervisory PDSD employees in the Performance Incentive Program.
- ✓ Completed the CEO mandated division of the former PDSD/PFRD shared business office. PDSD completed the remodel of previously under-utilized 3rd floor Osborne Building space to accommodate 15 financial and administrative support personnel to implement a CEO goal that the PDSD retain all major support services internally.
- ✓ Secured PDSD Human Resources Manager and support to complete CEO goal to decentralize Human Resources responsibilities to the departmental level.
- ✓ Completed new vehicle replacement for fifteen field inspectors under the Building Inspection and Subdivision responsibility areas.
- ✓ Completed activation of telephone/computer building inspection reservation system.
- ✓ Completed south county PDSD space remodel.

CURRENT PLANNING SERVICES MISSION

The Current Planning Services Division is a collection of dedicated, public-spirited individuals, who are committed to serve the general public, applicants, and other county departments in a consistent and fair manner, to maintain and create a viable living environment. Our core business is to process private development projects consistent with our general plan, zoning and requirements of State and Federal law. We serve both

current, and through stewardship of the physical environment and regional planning, future residents of Orange County.

Current Planning Services Accomplishments

1. Processed the following major projects:
 - Newport Coast-Crystal Cove
 - Aliso Viejo-Parker Properties
 - Four Area Plans for Ladera Planned Community
2. Completed transitions for Talega Valley (Rolling Hills) (to a Joint Powers Authority) and the City of Laguna Woods.
3. Implementation and enhancement of the Geographic Information System (GIS).
4. Significant progress on South Coast NCCP program. Administration of the Nature Reserve of Orange County.
5. Assisted over 9,000 customers at the public planning counter for the second year in a row and processed over 200 Discretionary Permit applications.

Current Planning Services Goals

1. Provide quality public information and planning services at the Development Processing Center.
2. Process administrative and discretionary permits in an accurate and timely manner.
3. Assist county departments, other agencies, and private sector in compliance with State and Federal Endangered Species Acts and the NCCP program.
4. Support regional planning efforts.
5. Maintain and enhance department's GIS.

Current Planning Services Outcomes

1. 80% of public information requests will be responded to within two hours.
The Planning Counter will be fully staffed during DPC business hours.
2. 90% of all discretionary permits will be processed in twelve weeks.
100% of all projects will have zoning compliance review prior to initiation of building permits or issuance of ministerial permits.
3. Review and respond to all projects within three weeks of receipt for compliance with State and Federal endangered species acts and the NCCP program.
4. Provide all necessary staff support requested for Santa Ana River project, watershed programs and Water Task Force issues.
5. Provide GIS output for all departmental needs consistent with an approved work program.

Current Planning Services Strategies:

Goal 1 Strategy:

Implement APPS.

Implement comprehensive web page.

Improve staff phone conversation abilities with training.

Maintain and update forms, instructions and information sheets.
Maintain staff schedule for DPC.
Monitor workload indicators.
Conduct a Client Evaluation Survey.

Goal 2 Strategy:

Implement APPS.
Conduct on-going staff training programs.
Maintain and update procedures manual for staff.
Maintain all necessary log books.
Conduct regularly scheduled coordination meetings with project managers and project reviewers.
Communicate on a regular basis with review boards.
Maintain and update a project status report on a weekly basis.

Goal 3 Strategy:

Conduct on-going training programs for staff.
Maintain and update necessary GIS database.
Conduct regularly scheduled coordination meetings.
Communicate on a regular basis with appropriate state and federal agencies.
Conduct field monitoring for compliance with COA and mitigation measures.
Maintain and update a project status report on a weekly basis.

Goal 4 Strategy:

Provide staffing for Water Task Force.
Provide staffing to participate in watershed programs.
Provide staffing to participate in the Santa Ana River project.
Maintain and update necessary GIS database.
Communicate on a regular basis with appropriate agencies.
Conduct on-going training for staff.
Maintain and update a status report on a weekly basis.

Goal 5 Strategy:

Conduct on-going staff training programs.
Maintain and update hardware and software consistent with an approved work program and budget.
Coordinate with clients to receive input on services provided.
Conduct regularly scheduled meetings to monitor work program milestones.
Coordinate with technical users to assure proper protocol and linkage.
Develop and maintain a user request system to assure timely provision of map and/or data requests.

ENVIRONMENTAL AND PROJECT PLANNING SERVICES MISSION

The Environmental and Project Planning Services Division staff strives to provide a wide range of planning products and services for unincorporated Orange County. Included are documentation pursuant to the California Environmental Quality Act, the County's general plan, development agreements, data sets and technical analyses primarily in the areas of transportation modeling, demographics and air quality. Our efforts involve providing support to County offices and partnering with other entities, both public and private.

Environmental and Project Planning Services Accomplishments

1. Completed several major Environmental Impact Reports (EIRs), including the Mile Square Regional Park GDP and the Crown Valley Parkway Bridge.
2. Continued a high level of support for the LAFCO process.
3. Continued high level of support for Census 2000.
4. Oversaw completion of 75-unit affordable housing project as well as sale of several parcels for business park development in Santa Ana Heights
5. Working in close cooperation with County Counsel, completed the Talega Valley (Rolling Hills) development agreement and 15 assignment and assumption agreements.
6. Undertook update of General Plan.

Environmental and Project Planning Services Goals

1. General Plan
Maintain a legally adequate General Plan reflective of the community's desires and vision for unincorporated Orange County.
2. CEQA
Present to decision-makers accurate, timely environmental documentation meeting all CEQA requirements, for all public and private projects.
3. Technical Studies
Prepare accurate technical studies that meet our clients' needs.
4. Data
Efficiently develop accurate, timely data sets which meet our clients needs.
5. Technical Support Services
Continue to provide effective and responsive technical support services to our clients and partners, including but not limited to LAFCO, Census 2000, public information and MCAS Tustin Reuse.

Plan and assist in implementation of a circulation system in unincorporated Orange

County that supports the land use policies of the County.

Plan and Program the AB 2766 annual subvention funds to ensure their effective and efficient utilization.

Environmental and Project Planning Services Outcomes

1. General Plan
 - Few requests for corrective General Plan amendments.
 - No successful legal challenges to the General Plan.
 - Maintain Housing Element certification from State HCD.
2. CEQA
 - Few challenges to CEQA determinations and validation of those questioned by decision-makers or judiciary.
 - Client satisfaction.
3. Technical Studies
 - PDSD traffic forecasts are consistent with those of OCTA.
 - Positive audits by SCAQMD of AB 2766 funds.
4. Data
 - Respect of clients.
 - Few challenges of the data and successful validation of data upon challenge.
5. Technical Support Services
 - Satisfaction of partners and clients.

Environmental and Project Planning Services Strategies

1. General Plan
 - Prepare annual review and status reports on the General Plan for the Board of Supervisors and OPR.
 - Conduct periodic community/stakeholder workshops on the General Plan.
 - Address and evaluate Housing Element comments from State HCD.
 - Monitor General Plan-related legislation to ensure all new requirements are adequately addressed.
2. CEQA
 - Acknowledge receipt of all CEQA documentation requests and commence processing within 30 days of completed application.
 - Maintain logs of all documentation.
 - Complete 90% of all determinations within:
 - 1 week of commencement (categorical exemption)
 - 8 weeks of commencement (Addenda)
 - 12 weeks of commencement (Negative Declarations)
3. Technical Studies
 - Develop a reliable sub-area traffic forecast model to analyze the circulation system in

unincorporated Orange County.

Develop and assist in implementation of a five-year program for utilization of AB 2766 funds consistent with the Board of Supervisors direction.

4. Data

Utilize existing data sets as baseline for database updates.
 Keep background notes and assumptions in organized files.
 Develop summary sheets for frequently asked questions.
 Maintain effective communication/coordination with CSUF/CDR.

5. Technical Support Services

Respond to data and information requests (or develop strategy for dealing with requests) within 1 or 2 business days.
 Submit, process and develop requested information in a timely manner.
 Coordinate services and collaborate on products and positions with partners.
 Keep stakeholders, partners, and clients informed through verbal and written communication including but not limited to status reports and meeting summaries.

SUBDIVISION AND GRADING SERVICES MISSION

The Subdivision and Grading Services staff strive to serve the current and future residents by ensuring the timely implementation of subdivision and development projects through the implementation of State, Federal and County standards and codes.

Subdivision and Grading Services Accomplishments

1. Processed 20% more subdivision improvement plans than last year.
2. Aided in the civil and criminal enforcement of grading violations.
3. Issued 10% fewer grading permits but with a volume of earthwork about the same as 1998 and three times as large as 1997.
4. Worked with the Development Processing Review Committee (DPRC) to identify and correct workflow problems.

Subdivision and Grading Services Goals

1. Review Planning applications and Tentative Maps in a timely manner.
2. Maintain Plan check turnaround times.
3. Complete grading inspections by the following workday.

Subdivision and Grading Services Outcomes

1. All reviews to be completed within 10 working days.
2. Plan checks will be completed within time limits in 90% of cases.

3. Inspections will be completed on the next working day.

Subdivision and Grading Services Strategies

1. Monitor the number of days to complete reviews.
2. Track the turnaround time for plan check.
3. Track the number of cases that are completed within one business day.

BUILDING PERMITS SERVICES MISSION

The Mission of PSDS/Building Permit Services is to assist permit applicants to comply with applicable building codes and regulations through reviewing the design of all buildings and structures within the unincorporated territory of the County of Orange, and to enhance the building permit process by providing efficient and professional services to the public.

Building Permits Services Accomplishments

1. Plan checked 1500 projects submitted for building permits and issued 8,500 building permits.
2. Developed electronic file for preliminary plan review to expedite coordination between various plan check sections.
3. Completed building code amendments for adoption of the 1997 codes.

Building Permits Services Goals

1. Review building plans for compliance with applicable building codes & regulations. (Building plans to show at least 80% of code compliance.)
2. Average turn-around time less than target for 90% of the plans. (Target is 10 working days for 1st check and 5 working days for rechecks.)
3. Customer services are higher than expectations.

Building Permit Services Outcomes

1. Building plans to have high compliance with applicable building codes and regulations.
2. Expedite plan check services.
3. Provide prompt and courteous service.

Building Permit Services Strategies

1. Provide quality control on 10% of plans taken in for plan check.

2. Regular training on code requirements and structural engineering.
3. Create quality control check list for designers to use.
4. Improve communication between plan check and inspection.
5. Encourage staff to obtain certification or professional status.
6. High performance standards.
7. Use consultant services.
8. Use OT & EOT.
9. Expedite transmission of correction list via Fax & E-mail.
10. Cross training.
11. Maximize information available via internet.
12. Improve computer system.
13. Obtain feedback from customers by using customer service evaluations.
14. Regular training on customer services.

BUILDING INSPECTION SERVICES MISSION

The Building and Inspection Services mission is to provide the citizens of the unincorporated area of Orange County with healthy and safe buildings through the implementation of Building Codes and related regulations.

Building Inspection Services Accomplishments

1. Processed 205,319 building inspections, year-to-date.
2. Building Inspection staff have obtained additional 15 certifications in their appropriate inspection categories (i.e., structural, electrical, etc).
3. Implemented the Interactive Voice Response telephonic system. This system provides improved service to our clients by allowing access to inspection procedures and permit data.
4. The Code Enforcement unit has gained compliance with codes by means of focused code enforcement on problem properties.

Building Inspection Services Goals

1. Complete all requested inspections by the following workday.
2. Respond to code enforcement cases in a timely manner.
3. Provide training for staff.
4. Implement Internet service for client access to permit and inspection processes.

Building Inspection Services Outcomes

1. All inspections completed by the following workday of the request.
2. Achieve compliance with code enforcement issues.
3. Completed continuing education and in-service training for staff.

4. Successful usage of APPS (Automated Permit Processing System).

Building Inspection Services Strategies

1. Track the number of requested inspections made/missed.
2. Track the number of code enforcement cases processed/closed.
3. Log the number of hours of inspector training.
4. Coordinate with Computer Services' staff for the Automated Permit Processing System.

HUMAN RESOURCES MISSION

The Planning and Development Services Human Resources Department is a business partner whose mission is to provide employees with professional and technical service and guidance. In addition, to ensure the hiring and retention of employees who view the County of Orange as a challenging career opportunity.

Human Resources Accomplishments

1. Established the PDSD Human Resources office in July 1999. The PDSD Human Resources office was transitioned from the Public Facilities and Resources Department and established as an independent PDSD division responsible for all employee relations, HR training, recruitment, classification and position control functions.
2. Effective 7/1/99, PDSD Human Resources assumed the facilitation role for the Labor Management Committee (LMC).
3. Effective 9/1/99, PDSD Human Resources began the process to implement the Performance Incentive Program (PIP) and the Management Performance Program through the coordination of staff orientation and training.
4. Implemented the PDSD Human Resources Intern program. Effective August 1999, one intern from Long Beach State University has been assigned to support PDSD Human Resources for 20 hours per week.
5. Maintained a vacancy rate of 4.6% due to efficient management of the recruitment process.
6. Completed PDSD HR team cross training on the AHRS (position control) and TRAC (recruitment tracking) computer systems.

Human Resources Goals

1. Implement the Performance Incentive Plan (PIP).
2. Implement the Management Performance Plan.
3. Implement HR training program for PDSD Managers/Supervisors
4. Implement the PDSD LMC conciliation/mediation process.

5. Develop recruitment partnerships with PDSD management that target succession planning and the reduction of employee turnover with focus on outreach efforts to facilitate the timely filling of vacant positions with highly qualified employees.

Human Resources Outcomes

Success related to all five PDSD/HR goals will be measured using the following tools:

1. Customer satisfaction surveys
2. Suggestion Box system
3. Focus group input

Human Resources Strategies

1. Rely heavily upon customer feedback in setting direction.
2. Focus on the simplification of the HR process.
3. Ensure timely access to HR administrative information and services through appropriate use of staff and technology.
4. Ensure that major County of Orange initiatives such as the “PIP, Performance Incentive Program” and the “Management Performance Plan” are implemented in a manner that supports the County of Orange’s goals.

FISCAL AND PROGRAM SERVICES MISSION

The mission of Fiscal & Program services is to efficiently and effectively provide quality services, support and infrastructure to PDSD, and establish the foundation to meet all departmental goals; and focus on our clients by emphasizing our resources, responsibilities, and business.

Fiscal & Program Services Accomplishments

1. Effective July 1, 1999, transferred files and materials to set-up and begin operations to provide program support functions (financial, building maintenance, records management, information systems, purchasing and accounts payable services) to all PDSD divisions.
2. Acquired funding and development community approval and support for the Automated Permitting and Planning System (APPS), Phases II and III.
3. Achieved departmental goal to improve customer service by installing an automated Interactive Voice Response System (IVR) for scheduling of inspections.
4. Met all Y2K compliance requirements for critical information systems in the department, and submitted report to the CEO Information System Officer.

5. Completed in-house Microsoft Outlook training and personal follow-up assistance for all PDSD employees.
6. Successfully processed fee refunds for 1,363 permits totaling \$1,038,583.
7. Acquired two additional Deputy Purchasing Agent certifications for PDSD.

Fiscal & Program Services Goals

1. To enable PDSD employees to be self sufficient.
2. To improve communications by providing personalized customer service.
3. To increase awareness and use of information and technology to improve efficiency.
4. To continue to take pride in what we do, and how we do it!
5. To be creative, innovative, and don't get stuck in the box!

Fiscal & Program Services Outcomes

1. To work more effectively
2. Improve communications with employees
3. Enhance knowledge of building services, customer needs and applications
4. A positive work environment
5. Achieves better service deliverables

Fiscal & Program Services Strategies

1. Provide an ongoing computer-training program to all PDSD employees.
2. Develop integrated departmental computer systems
3. Provide automated systems that handle routine and repetitive tasks in order to free up time necessary to provide personalized expertise and more one to one service as required.
4. Utilize and promote Intra/Internet capabilities to publish information more efficiently.
5. Utilize customer surveys to validate quality work performed by PDSD Staff.
6. Create an environment that is receptive to change.

V. OPERATIONAL PLAN

The PDSD Operational Plan is based on a clear definition of our core business (who we are), an understanding of the external influences that shape our service environment (what we need to do), and an understanding of our clients' needs (how it should be done). Our core

PDSD MISSION: The Planning and Development Services Department (PDSD) is a team of dedicated professionals who serve the planning and development entitlement requirements of private and public project applicants within unincorporated areas. Our planners, engineers, technicians, and administrative support personnel serve both the current and, through stewardship of the physical environment, future residents of Orange County

business is best described in the Department's mission statement. The PSDS mission places quality of life for existing and future Orange County residents at the heart of its service commitment. We strive to create a superior living environment through responsible implementation of local, state, and federal policy and regulatory requirements. This mission statement together with our experience and expertise as the planning agency for the County of Orange serves as the foundation of PSDS goals, objectives and strategies for 2000.

Goals and Executive Indicators

The department reevaluated its goals and objectives from the previous year business plan based on the current service environment and its clientele, and its 1999 calendar year accomplishments. PSDS has modified its mission statement to emphasize the growth and professional development of the department's resources. New goals and executive indicators are set to provide a course of action to address the needs of our clients, environment, and residents of Orange County in the year 2000.

Goal 1

Maintain consistency of General Plan, Zoning and Development Regulations with Local, State, and Federal mandates.

Executive Indicator

Receive Board of Supervisors approval of General Plan and Zoning Code update by July 2000.

Goal 2

Process development permits.

Executive Indicator

Complete processing of 90% of permits within established timeframes.

Goal 3

Provide excellent client services.

Executive Indicator

Achieve 95% customer satisfaction rating by August 2000.

Goal 4

Balance available resources necessary to complete processing of development permits.

Executive Indicator

Establish a standardized PSDS professional development program for department staff by June 2000.

Use expertise from private sector for periods of peak demand.

Goal 5

Utilize integrated computer applications and inter-department electronic communication to expedite and complete development projects.

Executive Indicator

Implement intranet/internet computer link with Public Facilities and Resources Department, and Orange County Fire Authority (OCFA) by October 2000.

Goal 6

Promote public's understanding of the development and regulatory environment.

Executive Indicator

Complete Planning and Development Services Department Annual Report by July 2000.

SERVICE CHALLENGES 2000

With the implementation of APPS Phase II, the core functionality necessary to put the new system into full production is targeted for October 2000. This includes key milestones for Cashiering Services, Inspection Processing, Activity Maintenance Address, and Parcel and Zoning information maintenance. All of these requirements will meet the objective to activate the new system by October 2001.

Targeted Outcomes

PDSD uses a variety of performance measures to ensure that identified service plans and projects are completed. One of our principal means of measuring performance is client completion of Customer Service Evaluation forms. During the 1999 calendar year, the PSDS Development Processing Center received 49 customer service evaluations from private sector clients. We continue to maintain our high level of client satisfaction by responding to and resolving customer concerns and complaints promptly. We are proud of our service record and are committed to improving customer relations in all areas of department/public interface.

Challenges

Code enforcement continues to be a significant challenge to the Department. The County's code enforcement process is complaint-driven and as such requires a significant amount of staff time to investigate each case. In 1999, we received an increasing number of complaints regarding potential grading code and other types of permit violations. Our challenge is to define a more aggressive campaign to combat code violations, including identification of a funding source to offset the escalating cost of these services. Presently, the County's code enforcement activities are categorized as General Fund expenditures. A potential solution that has been successful in other jurisdictions is the adoption of a civil citation ordinance that would enable the County to modify its code enforcement processes. For example, enforcement processes could be modified to eliminate the involvement of the courts, with the exception of serious criminal violations and appeals, and fines could be collected for infractions. Fines amassed could be placed in a specific trust account, used to offset the costs incurred by PSDS, including the handling of appeals, and tracked against actual expenditures associated with code enforcement activities.

The Department also is challenged by wide fluctuations in the development industry, fluctuations linked to the overall economic health of the region. These changes are difficult to forecast with accuracy. The challenge is to provide quality and responsive service in a cost-effective manner during periods of peak demand. We are responding to the current flurry of building activity by utilizing "extra help" professional and support staff and, whenever practicable, outsourcing workload. Several firms are providing plan check services for the Subdivision & Grading Services and Building Permit Services divisions. These firms act as an extension of staff. We will continue to monitor key economic indicators with the intent to better match our service levels with the demands of Orange County residents and businesses, and the development community.

The availability of State and Federal funding and trends in public finance impact our public sector clients, particularly those County departments mentioned in Section III, Client Profile. Accordingly, and to the extent possible, PSDS will anticipate and accommodate changes in workload associated with shifts in revenue streams and resource allocations. The partnerships we have forged with our County clients (sister departments) will assist our monitoring efforts in this regard.

PDSD is involved in several special projects that require the range of expertise available within the Department. The Census 2000 project, the Natural Communities Conservation Planning program (NCCP), and the El Toro Master Development Program are a few examples. The latter is one of the strategic priorities identified in the 1998 Strategic Financial Plan.

From time to time special projects initiated by the Board of Supervisors or the CEO's office require PSDS support. Examples include relatively straightforward public information inquiries to code enforcement complaints and complete planning studies to evaluate opportunities to improve development regulations in existing unincorporated communities.

VI. PERFORMANCE MEASUREMENTS

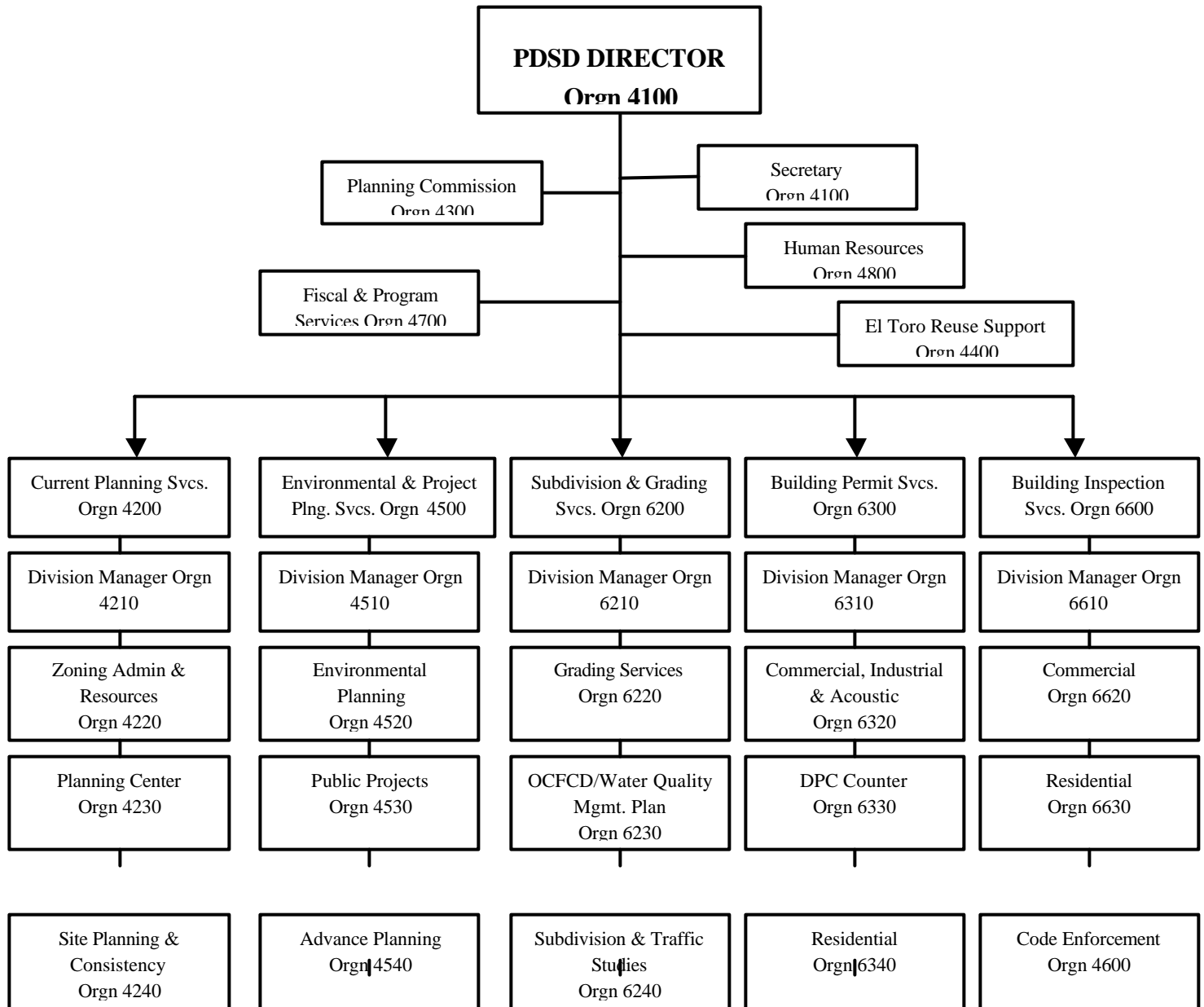
Although PSDS utilizes a variety of performance measures and workload indicators for County programs, the Department will develop a comprehensive, consistent performance measurement system and indicators to guide management decision-making with respect to implementing the Business Plan. Currently, performance measurements are used within each division.

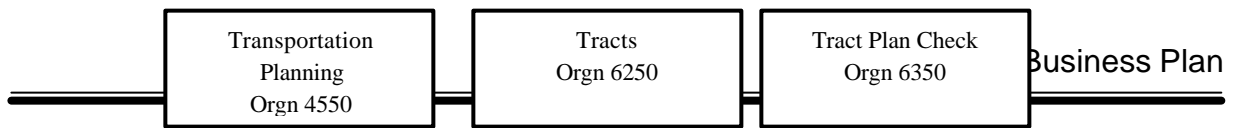
At the present time, our primary measures are the number of cases of a particular type that are processed as well as the average time associated with each case. Certain activities of the department lend themselves to this type of measurement because there is significant similarity among such cases. For other roles, however, there is such a great variation between two cases having the same label that comparisons or averages are less useful (or misleading). As an example, there is a high degree of similarity in residential building inspections. On the other hand, the effort involved in processing a grading permit in the Foothill/Trabuco area is significantly different than one in a more urbanized section of the County.

For the year 2000 Business Plan we have revised PSDS Goals to be more specific and included Executive Indicators which will allow for an objective measure of our progress throughout the year.

APPENDIX

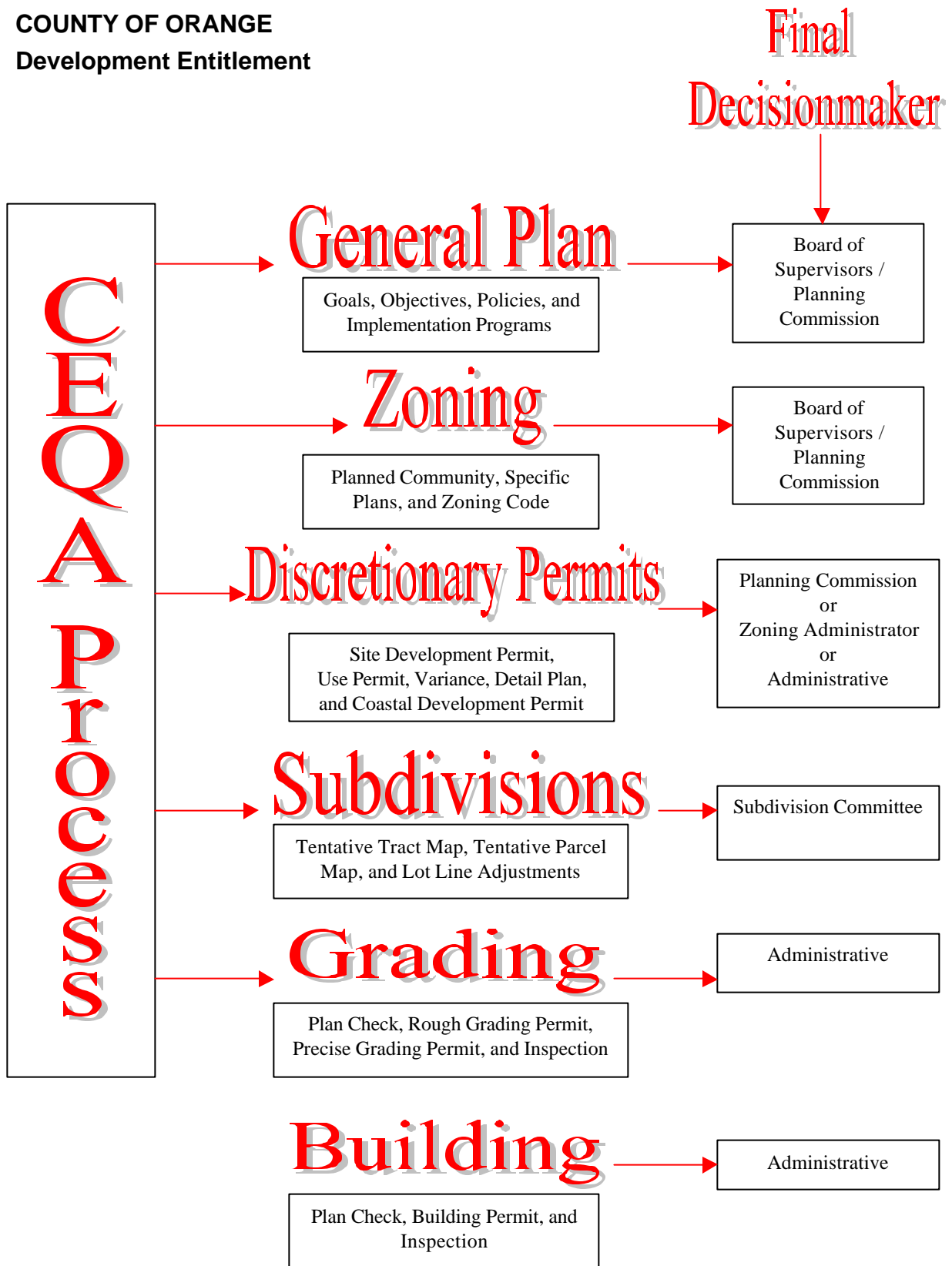
Planning & Development Services Department





Budget Unit		No. of Positions
071	Planning & Development Services	
	o Office of the Director	06
	o Human Resources	02
	o Code Enforcement	07
	o Current Planning	31
	o Planning Commission	01
	o Environmental & Project Planning	31
	o Fiscal & Program Services	13
	Subtotal :	101
113	Building & Safety	
	o Subdivision & Grading Services	35
	o Building Permit Services	21
	o Building Inspection Services	49
	Subtotal :	105
Total PDSD Positions:		196

COUNTY OF ORANGE
Development Entitlement



PLANNING & DEVELOPMENT SERVICES PROGRAMS AND MANDATES

General Plan (Calif. Govt. Code Sec. 65300-65403)

The County of Orange General Plan focuses on areas within the unincorporated territory and consists of nine separate elements (see Appendix G). However, several elements have a countywide perspective (Recreation, Resources, Public Services and Facilities, Noise and Safety). These elements contain policies, goals, trends, objectives, and descriptive text stating the overall vision, guiding principles and programs that protect the health, safety and general welfare of the citizens of Orange County. As such, the General Plan is an expression of previously voiced desires and policies of the people and decision-makers of Orange County.

Zoning Code (Calif. Govt. Code Sec. 65800-65910)

The Comprehensive Zoning Code was adopted pursuant to Title 7 of the Planning and Zoning Law of the Government Code for the purpose of promoting the health, safety, and general welfare of the public. Its intent is to enhance and implement the General Plan, provide a guide for the growth and development of the county, and to secure for the citizens of Orange County the social and economic advantages resulting from an orderly, planned use of its resources.

Subdivision Code (Calif. Govt. Code Sec. 66410-66499)

The Board of Supervisors adopted the Subdivision Code by ordinance and states as its purpose to provide regulations and controls for the design and improvement of divisions of land in the unincorporated portion of Orange County, in accordance with the Subdivision Map Act. Additionally, its purpose is to implement the Orange County General Plan, provide regulations over the use of land in the unincorporated areas for the health, safety and welfare of Orange County residents, and provide a procedure for lot line adjustments.

Grading Code & Excavation Code (Calif. Govt. Code Sec. 17922)

The Orange County Board of Supervisors adopted this code by ordinance. Its purpose is to safeguard life, limb, property and public welfare by regulating grading on private property in the unincorporated areas of Orange County. The Grading and Excavation Code sets forth rules and regulations to control earthwork such as excavation and the construction of fill slopes and embankments. It also establishes administrative requirements for issuance of permits and approval of plans and inspection of grading construction in accordance with the Uniform Building Code requirements for grading and excavation.

Building, Plumbing, Electrical and Mechanical Codes (Calif. Govt. Code Sec. 17922)

These codes are also referred to as Title 24 - the State of California Building Code and are State mandated for adoption by Local jurisdictions. The County of Orange administers the following codes:

- The 1998 Uniform Building Code (Ordinance #99-10)
- The 1998 Uniform Mechanical Code (Ordinance #99-12)
- The 1998 Uniform Plumbing Code (Ordinance #99-11)
- The 1998 National Electrical Code (Ordinance #99-14)

AB3180 - Mitigation Monitoring (Resources Code Section 21081.6)

State law requires that each public agency adopt a monitoring program to ensure compliance with the design features and mitigation measures intended to minimize negative effects on the environment. The County implements most mitigation measures through application of standard requirements and procedures embodied in the codes noted above or in construction documents and votes for public projects. However, certain mitigation actions require special efforts, outside the normal development review and inspection process. An example would be when replacement vegetation is provided to offset a “take” of endangered or special habitat by a development project. The installation and then initial growing seasons (often 5 years) require periodic inspection to ensure that required standards are met.

California Environmental Quality Act (CEQA)

CEQA of 1970 comprises Division 13, Section 21000, of the California Public Resources Code, which states as its intent that

“... all agencies of state government which regulate activities of private individuals, corporations, and public agencies which are found to affect the quality of the environment, shall regulate such activities so that major consideration is given to preventing environmental damage, while providing a decent home and satisfying living environment for every Californian.”

CEQA requires government agencies to disclose, consider, and when possible, avoid or reduce the significant environmental impacts of their actions.

This may be accomplished by the preparation and review of environmental impact reports (EIR) which is the public document used by a governmental agency to analyze significant environmental

effects of a proposed project, to identify alternatives, and to disclose possible ways to reduce or avoid potential environmental damage. Accompanying CEQA are the State EIR Guidelines prepared by the Office of Planning for adoption by the Secretary of Resources which detail the requirements to be included in environmental impact reports. Additionally, CEQA mandates that each public agency must adopt procedures or ordinances consistent with the State EIR Guidelines for implementation of CEQA.

NUISANCE ABATEMENT ORDINANCE

The procedure for abatement of nuisances and the making of the cost of abatement of a public nuisance which exists on a parcel of land a special assessment against that parcel was adopted pursuant to Government Code section 25845 and Article 11, Section 7 of the California Constitution. The Director of the Orange County Environmental Management Agency may determine that any premises within the unincorporated area of the County of Orange may constitute a public nuisance pursuant to any provision of law, including but not limited to Civil Code sections 3479 and 3480, and may initiate proceedings pursuant to this article.

PLANNING & DEVELOPMENT SERVICES COUNTY DEPARTMENTAL INTERFACE

County Executive Office

- Provide support for development of external programs designed to foster annexation of County islands. Provide input regarding potential incorporation of unincorporated areas. Staff transition teams for areas annexing or incorporating to insure complete and accurate development history and file transfer to city staff. Provide input to census tract key person in preparation for the Federal census. Critical review and input is provided to the CEO's legislative analysis section regarding State and Federal legislation affecting planning and development, and habitat protection issues.

Public Facilities & Resources Department

- Provide coordination with PF&RD on development projects requiring design review, i.e. flood, road, parks, right-of-way engineering and real property services.
- Provide environmental clearances for various public projects.
- Provide General Plan consistency reports for public projects.
- Provide input to PF&RD on data base development and management for the geomatics/land information systems.
- Provide plan check and building permit services for county buildings and facilities.
- Inform permit applicants of PF&RD requirements such as encroachment, curb cut, stockpile permits.
- Complete Flood Elevation Certificate and confirm flood elevation for building pads in flood plains.

Integrated Waste Management Department

- Provide support through the development of environmental analysis under the California Environmental Quality Act for construction of facilities necessary for the waste management operation of County landfills, including the development and implementation of mitigation measures.
- Provide plan check and inspection services for building related grading .
- Provide plan check and building permit services for IWMD buildings and facilities.

John Wayne Airport

- Provide land use information on a regular basis to Airport Land Use Commission staff regarding proposed developments in the unincorporated areas within designated Airport Environs Land Use Planning Areas (AELUP).

- Provide California Environmental Quality Act analysis and compliance for airport development enhancement projects.
- Provide staff for regularly scheduled Santa Ana Heights Specific Plan community development meetings and Specific Plan public facility (infrastructure) projects.

Orange County Sheriff and Probation Department

- Provide California Environmental Quality Act analysis and compliance for the siting construction and/or enhancement projects for jail and other justice facilities.
- Provide grading and building plan check and inspection services for sheriff facilities.

Orange County Health Care Agency/Environmental Health

- Provide input to Environmental Health in their capacity as the Local Enforcement Agency for County landfill projects. This includes interface with private development projects adjacent to landfills, special projects such as the hazardous waste cleanup, and landfill issues related to the reuse of Marine Corps Air Station, El Toro.

Housing and Community Development

- Coordinate with HCD on development proposals subject to redevelopment area standards.

El Toro Master Development Program

- Provide direct planning staff support for the County's reuse master planning effort for the Marine Corps Air Station at El Toro.

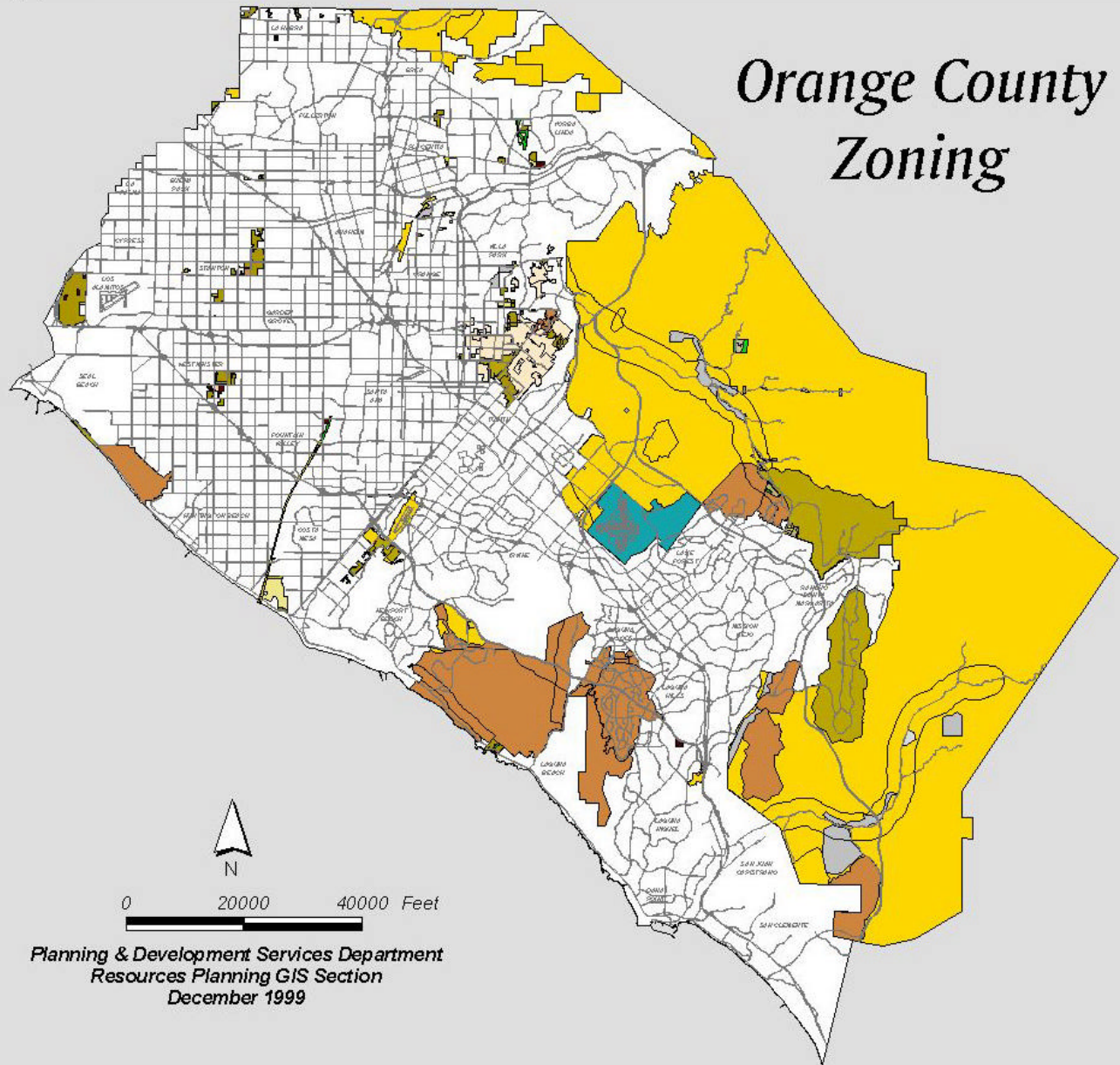
California State University Fullerton Center for Demographic Research

- Provide input for demographic analysis and projects of population and housing information.

University of California at Irvine

- Provide input to the University's urban and regional planning program and the University's annual survey of Orange County residents.

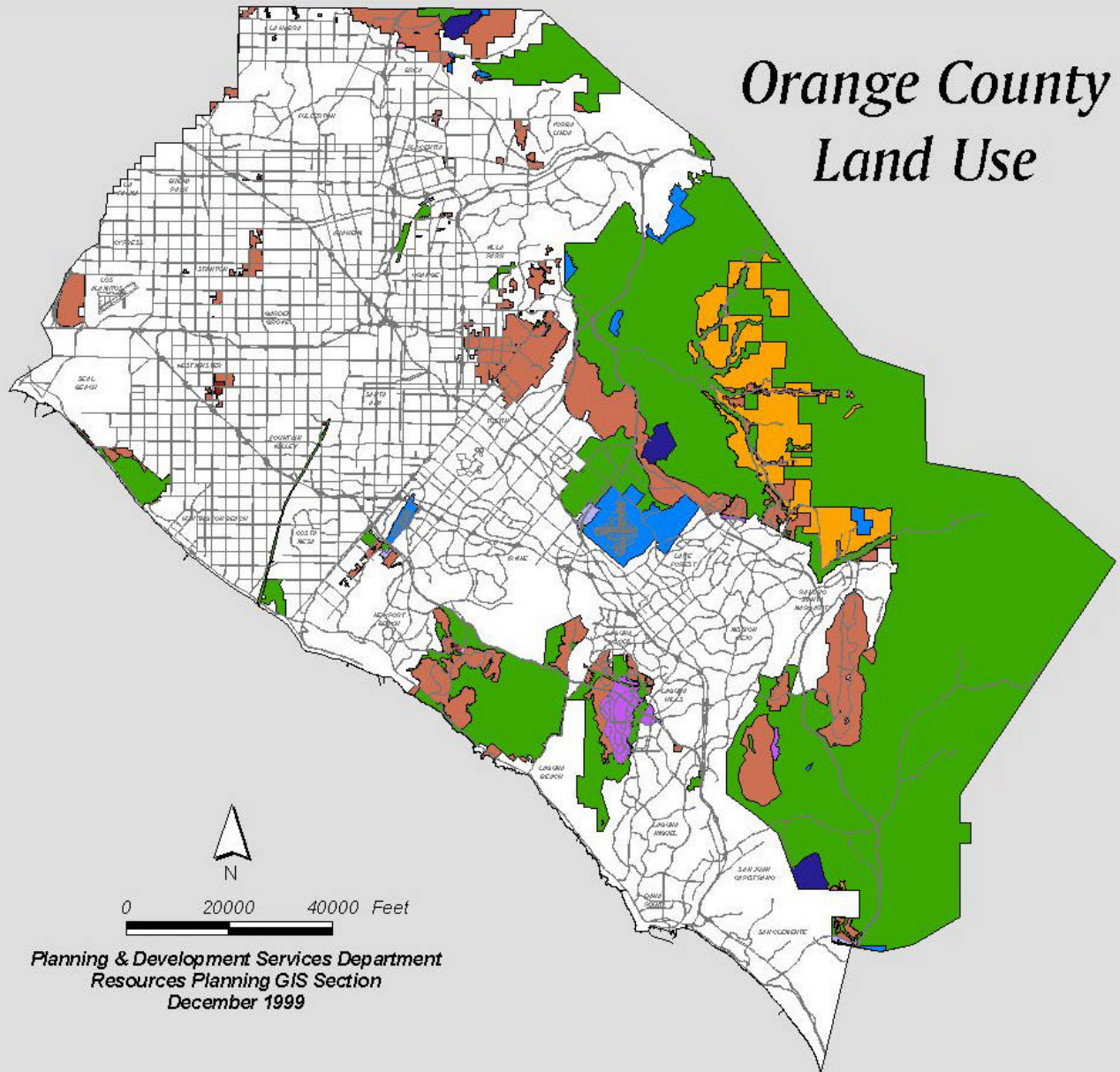
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







Zoning Classifications

	A1 - General Agricultural		E4 - Small Estates		R2D - Two-Family Residence
	AR - Agricultural Residential		M1 - Light Industrial		R3 - Apartment
	B1 - Buffer		Military		R4 - Suburban Multifamily Residential
	C1 - Local Business		OS - Open Space		RE - Residential Estates
	C2 - General Business		PA - Professional & Administrative Office		RHE - Residential Hillside Estates
	CC - Commercial Community		PC - Planned Community		RP - Residential-Professional
	CH - Commercial Highway		R/OPS - Research/Open Space Park		RS - Residential, Single-Family
	CN - Commercial Neighborhood		R1 - Single-Family Residence		S - Specific Plan
	E1 - Estates		R2 - Multifamily Dwellings		SG - Sand and Gravel Extraction

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Land Use Designations

	<i>Rural Residential</i>		<i>Employment</i>
	<i>Suburban Residential</i>		<i>Public Facilities</i>
	<i>Urban Residential</i>		<i>Landfill Site</i>
	<i>Community Commercial</i>		<i>Open Space</i>
	<i>Regional Commercial</i>		<i>Urban Activity Center</i>